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Building Nunavut Together
Nunavuliuqatigiingniq
Bâtir le Nunavut ensemble

Nunavut

Public Service Annual Report 2013-2014

Building Nunavut Together
Nunavut Iluqatigingniq
Bâtir le Nunavut ensemble

Nunavut

Public Service Annual Report

2013-2014

Prepared by:
Department of Finance
2nd Session of the
4th Legislative Assembly
November, 2014
Iqaluit, Nunavut

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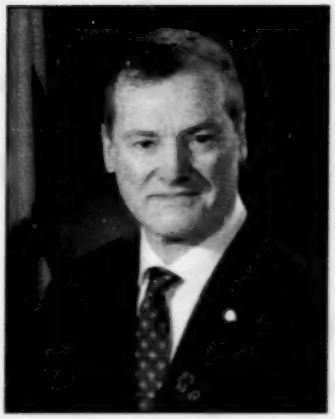
Message from the Minister



In accordance with Section 3(4) of the *Public Service Act*, I have the privilege of submitting the Public Service Annual Report for the period April 1, 2013 to March 31, 2014.Working together towards a common goal makes the public service a desirable destination for recruiting, developing and managing talent.

This was a year of many changes for the public service. The year began with a major governmental reorganization in which the Department of Human Resources was incorporated into the Departments of Finance, Executive and Intergovernmental Affairs and the Department of Family Services. The reorganization was identified as the best way to integrate the human resources functions of collective bargaining, union and employee relations, job evaluation, and information systems functions into the Department of Finance while shifting the focus of family services to a standalone department, now called Family Services. Fiscal prudence and cultural considerations guided the reorganization, and all positions and employees impacted by the move were carefully and sensitively taken into consideration.

This year the *Public Service Act* was revised for the first time since Nunavut's creation. The new Act now reflects the Nunavut reality by confirming the objectives of Article 23 of the *Nunavut Land Claims Agreement*. The Act requires the creation of a Priority Hiring Policy and states the importance of incorporating Inuit Societal Values and the use of Inuit language in the workplace. Such provisions support our commitment to Inuit employment, development and retention in the public service.

The Act also includes new developments to promote a transparent government. These developments include: provisions for creation of Code of Values and Ethics and a new whistle-blowing regime which will guide the reporting of wrongdoing and protect those who report it through the establishment of an Ethics Officer. These advancements have been made to protect and promote the public service.

Another improvement for benefit of public servants was made through the revision of the Staffing Review and Appeals Regulations. Whereas, in the past, only competitions of unionized positions could be appealed, the Staffing Review and Appeals Regulations were amended to include excluded and senior manager positions to the staffing appeals process. The Regulations also provide Staffing Appeal Committees with more options in their decision-making process.

As Nunavummiut, we take pride in where and how we live and we are guided by tradition, innovation and a resilient spirit. Through our Cultural Immersion (IQ) Days, we learn teamwork skills and build on our strengths together. We continue to channel our pride in our territory and our collective skills to become an employer of choice.

The past year was a success, and the future is bright for Nunavut. I am proud of all Nunavummiut who work within the public service and for the successes and accomplishments they have achieved both individually and as a team.

Sincerely,

Minister Keith Peterson, MLA

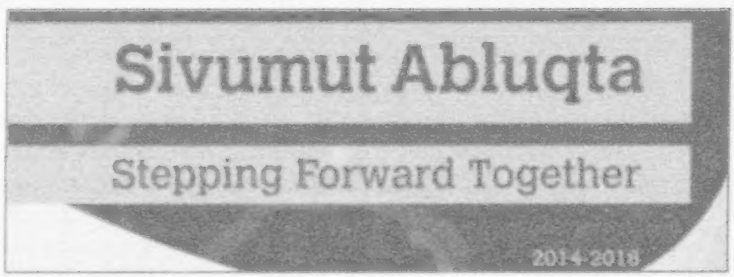
Introduction

On April 1, 1999, Nunavut became Canada's third territory following the successful negotiation of a land claims agreement. One of the objectives of the agreement was that Inuit employment within the government be representative of the population of the territory. The Inuit population of Nunavut has changed from 85% in 1999 to 82% as of July, 2013.

When Nunavut was created, the Government of Nunavut (GN) public service consisted of 2,701 positions for a territorial population of approximately 27,000. After 15 years, the public service has increased by 60% to 4,313 positions, in comparison to a 30 % increase in the population of Nunavut (35,500).

Sivumut Abluqta

In November 2013, Nunavummiut elected their fourth government since 1999. The government's mandate is set out in *Sivumut Abluqta: Stepping Forward Together*. One of the four pillars of the new government's vision is "Good government through wise use of our resources." To achieve this, the document states:



"We must ensure a strong and sustainable public service by providing opportunities for Nunavummiut to enter and advance in government roles. We will continue to work towards becoming a representative public service."

Nunavut has a quickly growing population with an abundance of potential. New innovation paired with traditional knowledge gives Nunavut an abundance of resources to work with and a very positive outlook for the future. The Nunavut Bureau of Statistics through the Department of Executive and Intergovernmental Affairs produces statistics on the population of Nunavut. As of July 1, 2013, 62% of the Inuit population in Nunavut was between the ages of 15 to 64 years old, while 35% were under the age of 15 years old. The non-Inuit residents make up 18% of Nunavut's population.

Total Population by Inuit and Non-Inuit for Nunavut, Region and Community, July 1, 2013			
	Total Population	Inuit	Non-Inuit
	#	%	%
Nunavut	**35,591**	**81.8**	**18.2**
Arctic Bay	861	88.0	12.0
Cape Dorset	1,491	88.0	12.0
Clyde River	1,004	92.7	7.3
Grise Fiord	157	80.3	19.7
Hall Beach	851	90.7	9.3
Igloolik	1,974	90.3	9.7
Iqaluit	7,177	57.1	42.9
Kimmirut	479	86.4	13.6
Pangnirtung	1,611	88.3	11.7
Pond Inlet	1,612	88.9	11.1
Qikiqtarjuaq	520	88.8	11.2
Resolute	225	83.6	16.4
Sanikiluaq	884	89.8	10.2
Arviat	2,508	93.3	6.7
Baker Lake	2,140	86.5	13.5
Chesterfield Inlet	393	90.3	9.7
Coral Harbour	945	90.8	9.2
Rankin Inlet	2,777	81.9	18.1
Repulse Bay	1,040	91.7	8.3
Whale Cove	463	94.0	6.0
Cambridge Bay	1,658	75.9	24.1
Gjoa Haven	1,386	88.7	11.3
Kugaaruk	878	92.4	7.6
Kugluktuk	1,547	86.9	13.1
Taloyoak	980	90.6	9.4

In compliance with the Nunavut Land Claims Agreement, the GN has been reporting the beneficiary statistics of GN employees since 1999. The table below demonstrates the Inuit Employment within the GN compared to the last fiscal year. This table shows that the combined Inuit employment has remained stable at 50% in the past year. The table above shows the percentage of Inuit employment seems to adjust with the community population in that in the City of Iqaluit where the Inuit population is at a low of 57%, the GN Inuit employment is at a low of 35%. This is compared to the high Inuit population of the majority of the hamlets of Nunavut where Inuit employment rates are 60% and higher. A good example is the hamlet of Gjoa Haven, where there is an Inuit population of 89% and the Inuit employment rate is 70%.

Since 2006, the population of Nunavut has increased by **15.5%**

Since 2006, the Inuit population has increased over **11%**

Beneficiary Employment by Community						
	March 2014			March 2013		
Community	Positions Filled	Beneficiary Employees	% Beneficiaries	Positions Filled	Beneficiary Employees	% Beneficiaries
BAFFIN	**1998**	**889**	**44%**	**1959**	**894**	**46%**
Arctic Bay	38	22	58%	40	27	68%
Qikiqtarjuaq	33	23	70%	33	24	73%
Cape Dorset	98	46	47%	91	45	49%
Clyde River	62	43	69%	60	41	68%
Grise Fiord	19	13	68%	19	13	68%
Hall Beach	37	27	73%	37	25	68%
Igloolik	128	78	61%	127	78	61%
Iqaluit	1240	439	35%	1211	436	36%
Kimmirut	31	20	65%	31	17	55%
Pangnirtung	119	64	54%	119	71	60%
Pond Inlet	126	79	63%	124	77	62%
Resolute Bay	17	7	41%	17	7	41%
Sanikiluaq	50	28	56%	50	33	66%
KIVALLIQ	**843**	**481**	**57%**	**819**	**466**	**57%**
Arviat	174	103	59%	171	109	64%
Baker Lake	148	82	55%	144	74	51%
Chesterfield Inlet	32	19	59%	30	18	60%
Coral Harbour	44	28	64%	46	29	63%
Rankin Inlet	368	208	57%	360	201	56%
Repulse Bay	51	25	49%	44	21	48%
Whale Cove	26	16	62%	24	14	58%
KITIKMEOT	**454**	**266**	**59%**	**454**	**250**	**55%**
Cambridge Bay	184	94	51%	180	82	46%
Gjoa Haven	79	55	70%	81	57	70%
Kugluktuk	114	68	60%	117	63	54%
Kugaaruk	40	26	65%	39	27	69%
Taloyoak	37	23	62%	37	21	57%
OTHER	**12**	**6**	**50%**	**15**	**7**	**47%**
Winnipeg	5	3	60%	5	3	60%
Churchill	5	2	40%	6	2	33%
Ottawa	2	1	50%	4	2	50%
TOTAL	**3307**	**1642**	**50%**	**3247**	**1617**	**50%**

Highlights and Achievements of 2013-2014

Major Reorganization

Cabinet approved a reorganization of the government that was implemented April 1, 2013. While seven existing departments were impacted, the two major changes were the creation of the Department of Family Services and the dissolution of the Department of Human Resources (HR). The table below outlines the interdepartmental changes that occurred.

Division or function	Originating Department	Receiving Department
Energy Secretariat	Executive and Intergovernmental Affairs (EIA)	Economic Development and Transportation (EDT)
Sustainable Development	EIA	EDT
Recruiting and Staffing	Human Resources	Finance
Employee Relations and Job Evaluation	Human Resources	Finance
Health, Safety and Wellness (function)	Human Resources	Finance
IT/ePersonality support (HR components)	Human Resources	Finance
HR Policy, including the Public Service Annual Report and quarterly IEP reports	Human Resources	Finance
Summer Student Employment Equity Program	Human Resources	Finance
Regional HR Operations	Human Resources	Finance
Training and Development	Human Resources	EIA
Sivuliqtiksat-MD Program	Human Resources	EIA
GN Employee Training Fund	Human Resources	EIA
DM/ADM/Corporate Service functions	Human Resources	Family Services
Poverty Reduction	EDT	Family Services
Social Advocacy	EIA	Family Services
Homelessness	Nunavut Housing Corporation	Family Services
Social Services	Health and Social Services	Family Services
Income Assistance	Education	Family Services
Career Development	Education	Family Services
FANS (Financial Assistance for Nunavut Students)	Education	Family Services
Adult Learning and Training Strategy (ALTS)	Education	Family Services

It was determined that operating human resource functions alongside other centrally-administered processes—such as compensation and benefits and financial systems—allowed for economies of scope and greater efficiency.

The reorganization advanced the GN's training and development services while also encouraging departmental collaboration to create specialized training and improved human resources functions and accountability. There are many internship opportunities for beneficiaries wishing to advance within the GN, such as the Financial Internship

Program, for those looking to advance in the financial sector, and the Sivuliqtiksat Internship Program which assists in relationship-building to advance to higher management positions.

New *Public Service Act* proclaimed

This legislation replaces the *Public Service Act* inherited on division from the Northwest Territories. Updating the *Public Service Act* so that it reflects GN human resources priorities and practices has been a priority for many years.

As a result of comprehensive research and consultation with Nunavut Tunngavik Incorporated (NTI), Regional Inuit Associations and both the Nunavut Employees Union and the Nunavut Teacher's Association, new and vastly improved legislation has been produced.

The new *Public Service Act:*

- Confirms the objectives of Article 23 of the *Nunavut Land Claims Agreement;*
- Requires the creation of a Priority Hiring Policy;
- States the importance of incorporating Inuit Societal Values and the Inuit language into the workplace;
- Offers a process for employees to report wrongdoing to an Ethics Officer, commonly known as whistleblowing;
- Provides for a Code of Values and Ethics to govern employee conduct and promote ethical practices;
- Introduces new terms and conditions governing employee participation in political activities;
- Extends the staffing appeals process to excluded positions; and
- Highlights numerous staffing initiatives designed to build public service capacity.

The GN has always had the goal of a representative public service. The focus remains on filling vacant positions in a timely manner, and developing a skilled and competent workforce. This new *Public Service Act* will ensure these goals are met so that the public service is able to effectively and efficiently serve Nunavummiut.

New Staffing Review and Appeals Regulations

The previous staffing appeals regulations permitted appeal of unionized positions and Staffing Appeals Committees were restricted in the type of decisions they could make. Changes to the Staffing Review and Appeals Regulations lead to modifying the appeals process for job appointments; appeals now include both unionized and non-unionized positions. New and more inclusive guidelines were developed to assist the Staffing Appeals Committees with decision making. The notification process has been modernized and now includes electronic notifications. Compensation for witnesses called to testify is also permissible which provides assistance to both the staffing division and those involved in a staffing action under appeal.

Long Term Service Awards

Rosie Kopalie and Annie Shappa of Education receive their certificates in Iqaluit.

The GN values its employees and recognizes the contributions of those who have made a fulfilling and long term commitment to the public service. The GN rewards those who have 5, 10, 15 and 20 years or more service within the GN with a certificate of recognition and a pin during ceremonies held throughout Nunavut.
Public servants with 25, 30 and 35 plus years of service are recognized during a special ceremony and are awarded with a special non-cash award and public recognition in the Legislative Assembly.

The 2013-14 employees with 25 or more years of service were:

25 Years

- Community and Government Services: *Christopher Clarke, Mark Gordon* and *Patty Greenly*
- Education: *Meeka Alivaktak, Rebecca Kudloo* and *Darlene Nuqingaq;*
- Executive and Intergovernmental Affairs: *David Akoak*
- Finance: *Scott Marriott* and *Eva Ohokak*
- Health: *Claudette Girouard-Qamanirq* and *Rosie Kudlualik*
- Nunavut Arctic College: *Judith Paradis-Pastori* and *Michael Shouldice*

30 Years

- Environment: *Tommy Akavak*
- Health: *Annie Buchan* and *Marie Tiktak*
- Nunavut Arctic College: *Saa Pitsiulak*
- Office of the Legislative Assembly: *Nancy Tupik*

35 years

- Finance: *Alice Barrieau*
- Community and Government Services: *Sam Willy Killiktee*

40 years

- Office of the Legislative Assembly: *John Quirke*

Negotiations between Nunavut Teacher's Association (NTA) and the Government of Nunavut

Negotiations took place between the NTA and the GN in 2013-14 to ensure a healthy future for Nunavummiut students through its teachers and other educational employees. The NTA represents teachers, administrators within the education sphere, Regional School Operations consultants and some coordinators within their union in all regions. The rights and benefits of those within the NTA are encompassed by the negotiated collective agreements between the NTA and GN. As of March 31, 2014, the NTA encompasses over 70 language specialists, four Inuinnaqtun teachers, seven aboriginal language specialists, over 550 indeterminate teachers throughout all of Nunavut and many other positions.

Within the GN, there are 773 active employees under the umbrella of the NTA: 242 are male (27 beneficiaries), while 531 are female (226 beneficiaries). The average wage of those within the collective agreement is $87,941. The average years of service are 7.71 years.

Internships within the GN

Sivuliqtiksat Internship Program

The Sivuliqtiksat Internship Program was designed to provide professional development opportunities for Inuit to take on leadership positions identified by participating GN departments. The GN supports a total of 16 positions and 8 people are currently enrolled in the program. Since its inception in 2001, 23 interns have completed the Sivuliqtiksat Internship program and many continue to work for the GN or other Nunavut organizations in leadership positions.

"It was such an amazing opportunity. To be given $25,000 a year to use toward my own professional development was so exciting."

Christine Ellsworth, Director of Corporate Services, Justice

Successful candidates are paired with a trainer who works closely with the participant for their internship to mentor, support and guide him/her, usually for a period of three years.

The Department of Executive and Intergovernmental Affairs, Sivumuaqatigiit division is responsible for assisting the Interns with their needs, conducting follow up meetings, and monitoring and mentoring the interns. The intern is highly involved with their trainer and the Sivuliqtiksat Coordinator in developing a specific, personalized learning plan.

"I feel privileged to be involved in Nunavut's mining industry which has the potential to greatly improve the territory's economy and livelihood of Nunavummiut. Prior to Sivuliqtiksat, I knew very little of the mineral exploration and mining industry. Now I have found a career I really enjoy and the people I work with."

Ronnie Suluk, Community Mining Engagement, Economic Development and Transportation

In addition to one-on-one training and personalized learning plans, interns are also allocated a training allowance of $25,000. There are monthly teleconferences for the interns to communicate and support one another as well as to address any conflicts or unresolved issues. The intern and trainer work collaboratively to promote healthy workplaces and to work toward the successful completion of the program.

Successful interns who complete their terms are often rewarded with their internship becoming a full-time position. 60% of the graduates stay within their target job while others advance within the GN.

In 2013-14, there were eight interns in five different departments, of whom five were male, and three were female.

Financial Internship Program

The Financial Internship Program was established in 2003 as a growth initiative developed by the Department of Finance to increase the number of beneficiaries within the organization. The program is designed to enable beneficiaries to join the Department of Finance and develop required skills for positions at various levels. It also enables beneficiaries to fulfill their duties and responsibilities efficiently and effectively. This program includes mentoring, on the job training, access to academic courses and other activities identified to ensure the intern has the knowledge and skill set required to succeed in finance-related positions.

The Department of Finance has also been successful in advancing a total of nine beneficiary financial interns through graduation into permanent positions within the government. The department has also successfully supported four beneficiaries and two non-beneficiaries in completing the 12 courses in the Algonquin College Accounting Certificate Program, including courses towards the third level of a Certified General Accountant (CGA) designation.

"I am grateful for the opportunity provided to me as an intern with the Department of Finance. Over the past year I have gained a wealth of knowledge, from the Financial Administration Manual to office etiquette that would have taken me years to accumulate. My internship has been a perfect complement to my Accounting Diploma and has helped me to achieve my Bachelor of Business Administration Degree. I highly recommend the (finance) internship program to any beneficiary looking for advanced career development.
I look forward to completing my internship and concentrating on achieving an accounting designation, and enjoying a long career with the Government of Nunavut.

Adam Lightstone, Manager, Intern, Finance

Inuit Learning and Development Plan (ILDP)

ILDP	
Month	# of Interns
June	5
September	4
December	5
March	3

This table shows those interns who are participating in the GN quarter of their rotation.

In partnership with the federal government and Nunavut Tunngavik Incorporated (NTI), the GN implemented a pilot program in 2013 to teach essential public service skills to beneficiaries. Practical experience through collaboration with a mentor allows interns in this program to

experience working at all three levels of government and within the public service.

This collaboration was set up to encourage beneficiaries to gain public service experience. This program equips participants with skills and mentoring in order to more fully incorporate Inuit culture and lifestyle into the public service.

This is a 16 month program where paid work assignment rotations lasting four months are made through the three levels of government, all within the public service. In-classroom sessions take place between the rotations for increased learning and development of the intern. At the completion of the internship programs, the employees are listed for consideration for jobs within the three levels of government.

As this is the pilot project, it is only currently offered in Iqaluit where the three partnering organizations are more established. Beneficiaries with a high school diploma/equivalent or higher education from any community can apply.

The Summer Student Employment Equity Program

The Summer Student Employment Equity Program (SSEEP) is designed to provide opportunities for all Nunavummiut students, beneficiary or non-beneficiary, to gain meaningful work experience or training within the public service. It is an integral part of the GN's goal to foster youth development and encourage continuous learning.

The objectives of this program are:

1. To provide employment or training opportunities for students that will:

- Develop their skills and improve employability after graduation;
- Help fund their education and encourage them to complete their studies;
- Enrich their academic programs; and
- Help them evaluate their career options within the territorial public service.

154 students participated in the SSEEP in the summer of 2013.

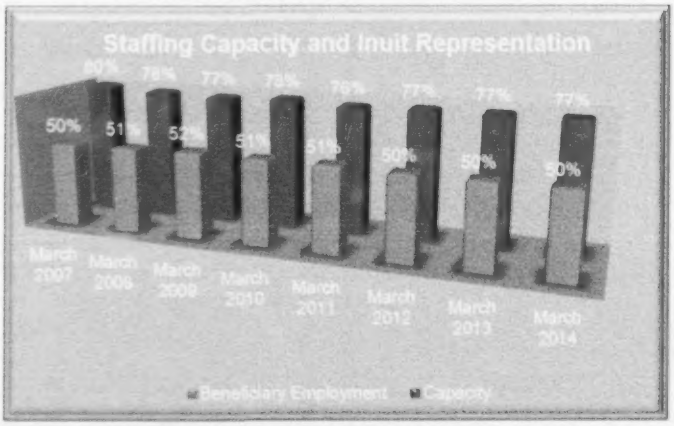
Since 2001, a total of 1,767 students (76% were beneficiaries) have been part of this program.

2. To facilitate the hiring of students by departments in order to develop a pool of qualified candidates for future public service appointments.

Workplace Profile

Inuit representation and staffing capacity

The GN is committed to building staffing capacity and increasing beneficiary employment in the public service. This image illustrates these statistics for the years from 2008-2014. Both staffing capacity and beneficiary employment have remained relatively stable over the last six years.



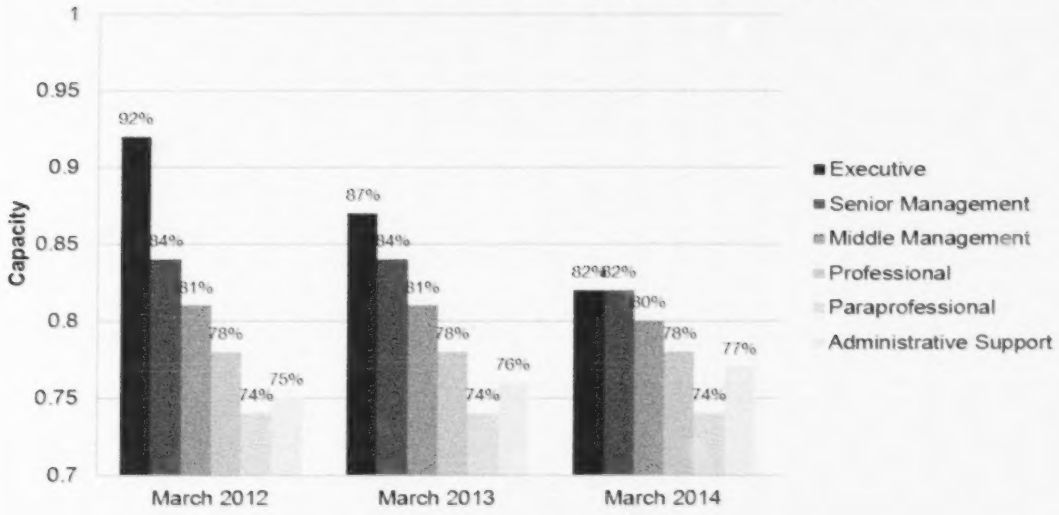
Capacity Distribution by Department

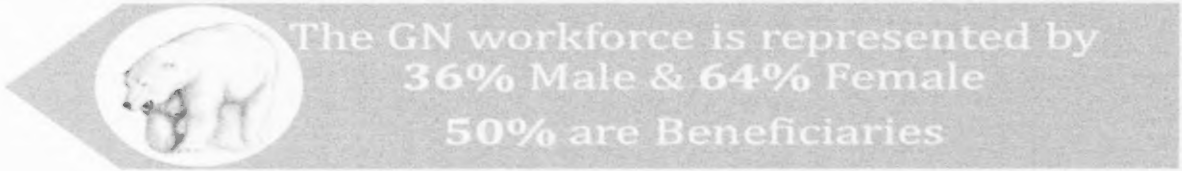
Department	March 2014				March 2013			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Community and Government Services	362	108	254	70%	360	101	259	72%
Culture and Heritage	89	21	68	76%	82	20	62	76%
Economic Development and Transportation	142	42	100	70%	142	38	104	73%
Education	1260	138	1122	89%	1337	147	1190	89%
Environment	129	29	100	78%	129	29	100	78%
Executive and Intergovernmental Affairs	99	24	75	76%	91	32	59	65%
Finance	267	84	183	69%	207	77	130	63%
Family Services	188	54	134	71%	-	-	-	-
Health	918	331	587	64%	-	-	-	-
Health and Social Services	-	-	-	-	948	344	604	64%
Human Resources	-	-	-	-	88	24	64	73%
Justice	336	83	253	75%	330	80	250	76%
Office of the Legislative Assembly	33	10	23	70%	33	7	26	79%
Nunavut Arctic College	193	31	162	84%	183	32	151	83%
Nunavut Housing Corporation	103	31	72	70%	94	24	70	74%
Qulliq Energy Corporation	194	20	174	90%	196	18	178	91%
Total	**4313**	**1006**	**3307**	**77%**	**4220**	**973**	**3247**	**77%**

Capacity Distribution by Occupational Category

Category	March 2014				March 2013			
	Total Positions	Vacancies	Filled	% Capacity	Total Positions	Vacancies	Filled	% Capacity
Executive	39	7	32	82%	38	5	33	87%
Senior Management	164	29	135	82%	167	27	140	84%
Middle Management	490	99	391	80%	471	90	381	81%
Professional	1566	347	1219	78%	1470	328	1142	78%
Paraprofessional	1487	394	1093	74%	1508	387	1121	74%
Administrative Support	567	130	437	77%	566	136	430	76%
Total	**4313**	**1006**	**3307**	**77%**	**4220**	**973**	**3247**	**77%**

Capacity Distribution by Occupational Category





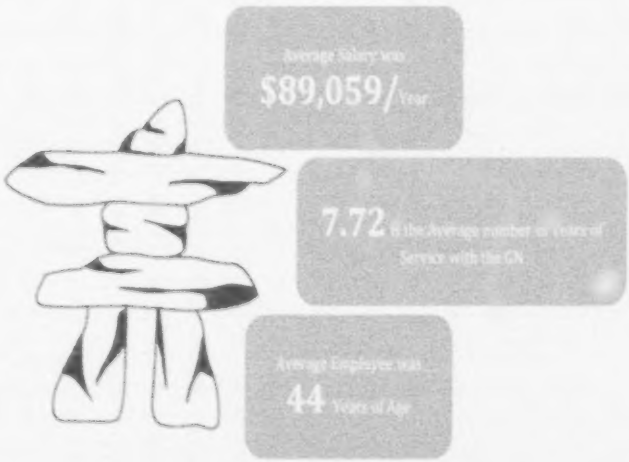
The images below illustrate employment by gender and beneficiary status (unless otherwise noted, QEC is not included in the statistics). The GN workforce has 1259 female employees compared to 813 male employees. The average salary for a female employee is $86,000 and $94,500 for a male employee. The difference can be explained by position levels, where female employees are employed at lower levels than their male counterparts.

The average male beneficiary employee was 43 years of age, earned a base salary of approximately $80,875 and had 8.5 years of service.

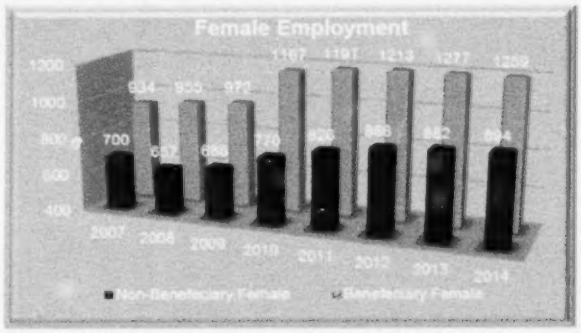
The average female beneficiary employee was 43.8 years of age, earned a base salary of approximately $78,075 and had 9.3 years of service.

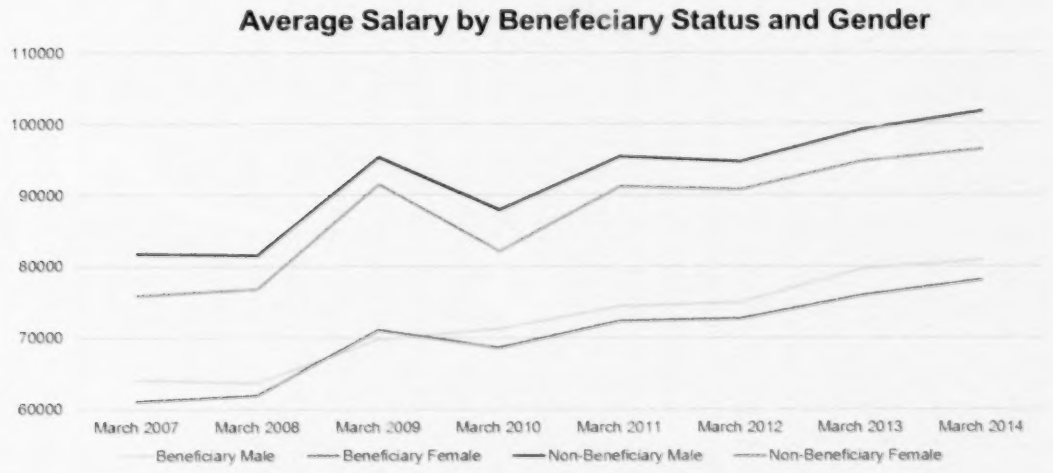
The average male non-beneficiary employee was 46 years of age, earned a base salary of approximately $101,718 and had 6.72 years of service.

The average female non-beneficiary employee was 43.2 years of age, earned a base salary of approximately $96,452 and had 5.9 years of service.



These graphs show the salary gap between gender and status. Male non-beneficiaries have, on average, the highest salary throughout the GN.





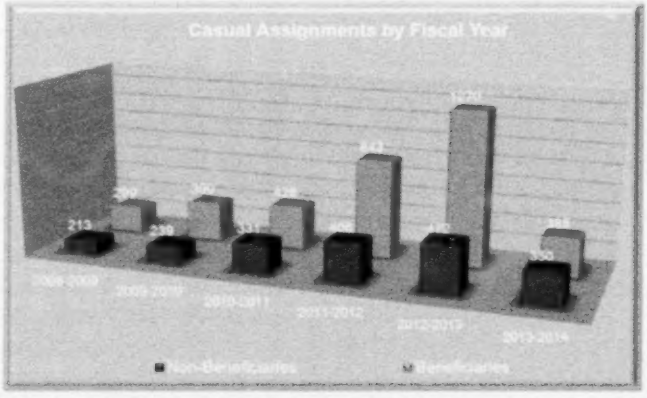
Employee Groups

There are four groups of employees within the GN: the Nunavut Employee Union (NEU), the Nunavut Teacher's Association (NTA), the Excluded employees (EXC) and the Senior Management (SRM). The NEU represents about 60% of all GN employees. Excluded employees and Senior Management employees' wages are linked to the pay range that the NEU negotiated within their agreement.

NEU	• 2815 positions • 1987 are filled
NTA	• 824 positions • 773 are filled
EXC	• 554 positions • 414 are filled
SRM	• 205 positions • 176 are filled

Casual assignments and relief employment

The GN hires casual employees and relief employees to temporarily fill staffing needs. The *Public Service Act* defines a casual employee as "*a person employed to perform work of a temporary or casual nature or in an emergency.*" In general, casual employment is created for work on special projects, to assist with a high volume of work, or to fill in for employees on leave and includes casual nursing positions.



This graph includes QEC Casual Assignments

A relief employee is defined as "*a person employed on an indeterminate or term basis to provide services ordinarily provided by other employees as and when needed or to provide services on an emergency basis.*" The category of Relief Employee was introduced this fiscal year as a result of collective bargaining and includes substitute teachers.

The number of casual employees has decreased significantly in comparison to the previous year due to the re-classification of many casual employees as relief employees. The number of casual assignments fell from 1,742 in 2012-2013 to 735 as of March 31, 2014. The number of relief positions was 1,634 for 2013-14 and 1,383 (85%) were filled by beneficiaries.

The number for casual and relief employees does not represent the total number of people employed as casual and relief workers by the GN. It represents the number of positions filled by those employees and, for relief employees, it includes the number of people who are available to perform duties. One employee may fill more than one casual or relief position to make up full-time hours. For example, one relief employee may be filling the multiple positions of janitor, secretary and clerk interpreter at the same time. Although it is one employee, because this employee is filling three positions, three positions are counted and not one employee.

Recruiting and Staffing

The GN has a recruiting team which promotes the GN as the employer of choice. The team attends career fairs and trade shows and gives presentations to various educational institutions.

In 2013-14, the recruiting team gave presentations to grade 10 students on the importance of having a resume, explained the hiring process and stressed the importance of finishing high school. They also visited Nunavut Arctic College to help

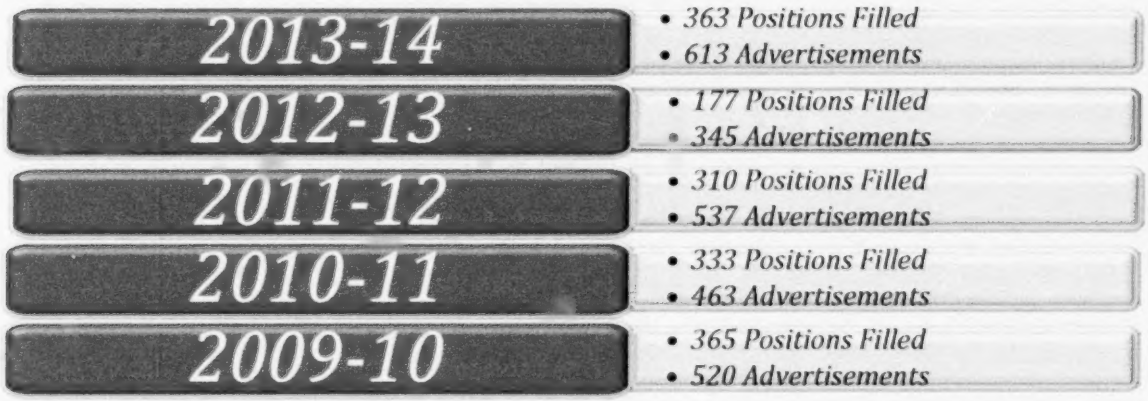
Environmental Technology Program students in completing resumes, a session that was very successful and will be repeated in the coming years. During a visit to Ottawa, the team promoted GN employment to students attending Nunavut Sivuniksavut, Algonquin College and the University of Ottawa.

The team also set up recruiting booths at the Baffin Regional Chamber of Commerce Trade show in Pangnirtung and Iqaluit, the National Inuit Youth Summit in Kuujuaq, Inukshuk High School and Nunavut Arctic College career fair.

Job Competitions

During 2013-2014, the GN held 613.5 job competitions for 542 positions. The table below represents the results of the competitions process held this year.

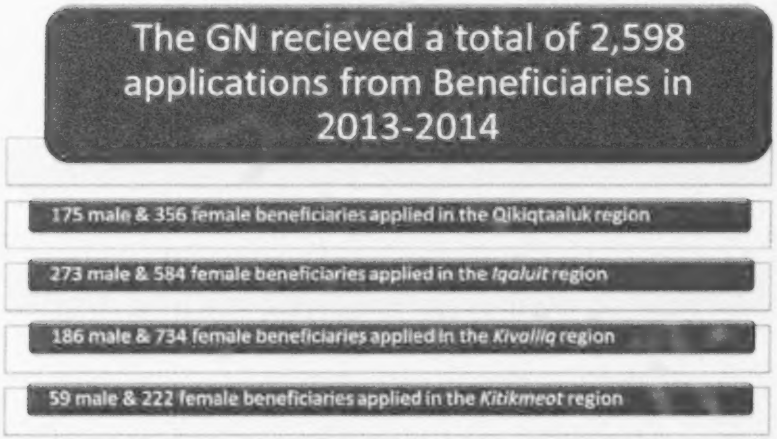
2013-2014 Job Competitions									
Number of Competitions: 542									
	Total	Male	% Male	Female	% Female	Beneficiary	% Beneficiary	Non-Beneficiary	% Non-Beneficiary
Applications	11,952	6,579	55%	5,373	45%	2,598	22%	9,354	78%
Actual Hires	363	150	41%	213	59%	162	45%	201	55%



The GN hired a total of 363 new employees during the year which included 162 beneficiaries. In the Qikiqtaaluk region, 38 beneficiaries were hired, 55 in Iqaluit, 38 in the Kivalliq region and 31 in the Kitikmeot region. The total beneficiaries hired represent 55% of all hires during the year. The GN hired 49% more employees this year compared to the previous year.

Application Summary by Fiscal Year						
Fiscal Year	# Positions Advertised	# Applications	Male	Female	Beneficiary	Non-Beneficiary
2013-14	**613.5**	**11952**	**6579**	**5373**	**2598**	**9354**
2012-13	345	8152	4590	3562	1857	6295
2011-12	537	9670	5528	4142	1685	7805
2010-11	463	6153	3566	2587	1445	4708

**The number of applications does not reflect the number of people applying. Some applicants could be applying for more than one position in the same fiscal year. Also, if a position is unsuccessful, a re-advertisement will be sent out for that position.*


The GN recieved a total of 2,598 applications from Beneficiaries in 2013-2014
175 male & 356 female beneficiaries applied in the Qikiqtaaluk region
273 male & 584 female beneficiaries applied in the Iqaluit region
186 male & 734 female beneficiaries applied in the Kivalliq region
59 male & 222 female beneficiaries applied in the Kitikmeot region

Since 2001, the GN has received over 100,000 applications for over 6,000 advertised positions.

Time to Fill an Indeterminate/Term Position

This measures the average number of calendar days it takes to fill a permanent full-time position. The measure provides insight into the GN's ability to deliver effective, efficient, and transparent human resource services.

2013-2014 Average	
HQ Iqaluit	79
Qikiqtaaluk	82
Kivalliq	138
Kitikmeot	61
GN Combined	**81**

The average time from posting a position to closing it successfully in the GN is 81 days, a decrease from 105 days in 2010.

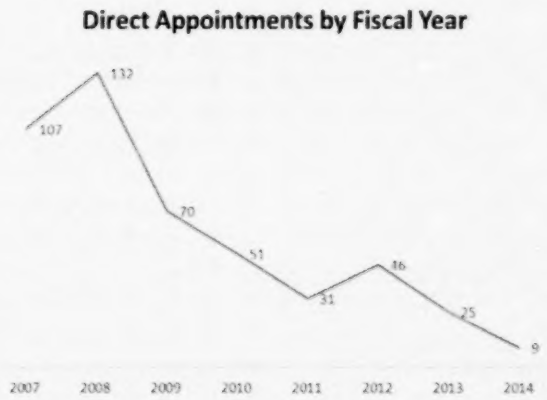
Increased competition for skilled and educated labour now and in the coming decade means the time it takes to staff a position is a risk to the GN operations and may result in lost skills opportunities and program and service impacts, if other organizations recruit candidates faster. In 2010, after subtracting departmental preparation, housing analysis and designation it took approximately 108 days to fill a position. As of March

31, 2014 the duration has been reduced to 81 days. The GN will continue to improve the effectiveness and efficiency of the staffing process through the use of new staffing processes provided in the *Public Service Act* such as using eligibility lists and restricted competitions.

The measure is calculated by dividing the number of calendar days utilized to fill all indeterminate/term positions by the total number of indeterminate and term positions filled over a fiscal year.

Direct Appointments

The GN is committed to staffing positions through a competitive process. However, under certain circumstances appointments without competitions are appropriate. Direct appointments are primarily used to achieve a qualified and representative public service, but they are also an appropriate vehicle to staff hard to fill positions when the regular recruitment process has failed. This year, the executive council approved a total of nine (seven of whom were beneficiaries) direct appointments, compared to 25 the previous year. There were four direct appointments in Iqaluit, one in the Baffin region, three in the Kivalliq region and one in Ottawa.



Job Evaluation

The GN's Job Evaluation program ensures all positions are evaluated in a timely manner and against established criteria in a fair and equitable manner. This includes the provision of expert advice and guidance to the GN departments as well as territorial corporations regarding their organizational structures.

The Job Evaluation division is focusing on establishing *career laddering* or *feeder positions* throughout the organizational design process. These feeder positions are intended to further Inuit employment and, through the development of occupational groups with built-in career progression, help improve staff retention.

The Department of Finance has recently adopted into their process a web-enabled application specifically designed for the GN's Job Evaluation domain. This application facilitates the consistent leveling or ranking of jobs across multiple business units and diverse geographic locations. This tool will enable the GN to ensure sound grading and governance in all parts of the organization; establish effective lineage between jobs and

job size, capability, succession planning and talent management; and provide a basis for consistent and fair compensation across the entire organization.

The Job Evaluation division has incorporated innovation and creativity in providing guidance to all GN clients on how to design organizations and the specific jobs to further the goals of Inuit Employment. The GN is applying the principles of organizational design and competency based management to foster skills development and career paths for beneficiaries to advance opportunities within the public service.

Retention

The retention rate for the GN has increased significantly since 2006, from 84% to 93%. This is due to a range of factors including competitive wages and benefits, continuous service bonuses, housing availability, employee satisfaction and training and development opportunities. GN employees have access to the Public Service Health Care Plan and Dental Plan for themselves and their families through Great-West Life. Also, GN employees are part of the Canadian Pension Plan, receive a generous Nunavut Northern Allowance, can have access to subsidized staff housing or can receive a Housing Allowance to help cover their rent or mortgage. GN employees have an attractive annual leave package and can also take advantage of purchasing optional leave which add an extra five days of leave.

Bilingual Bonus

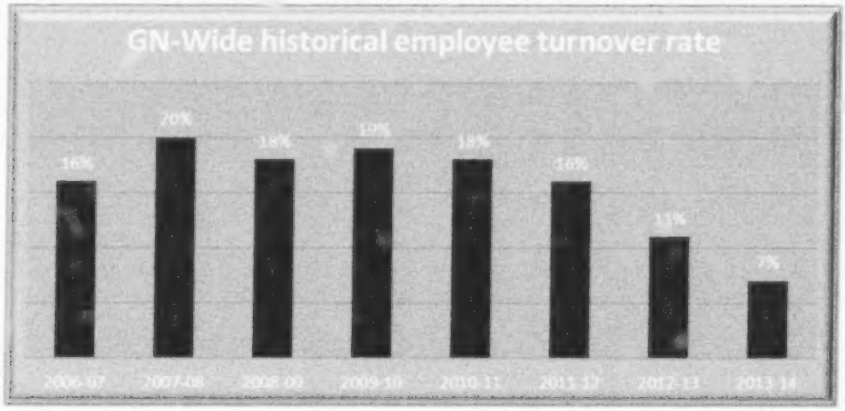
One of the tools the GN uses to encourage the use of the Inuit Language in the workplace is Bilingual Bonuses. Employees who speak more than one of Nunavut's official languages (Inuktitut, English, French and Inuinnaqtun) may be entitled to receive a bonus up to $1,500 per year if they are required to use the language in the workplace. Deputy Heads decide how bilingual services are provided.

In 2013-14, the GN spent over $1.6 million in Bilingual Bonuses, paid to over 1,900 indeterminate, casual and relief employees. In previous annual reports, only the employees who were in indeterminate positions were reported as receiving bilingual bonus. Many casual and relief employees fill more than one position which is the reason for the discrepancy in numbers.

Positions requiring the person to be fully bilingual, such as interpretor/translators, do not receive a bilingual bonus because their salary has been adjusted to reflect the demand for a bilingual candidate.

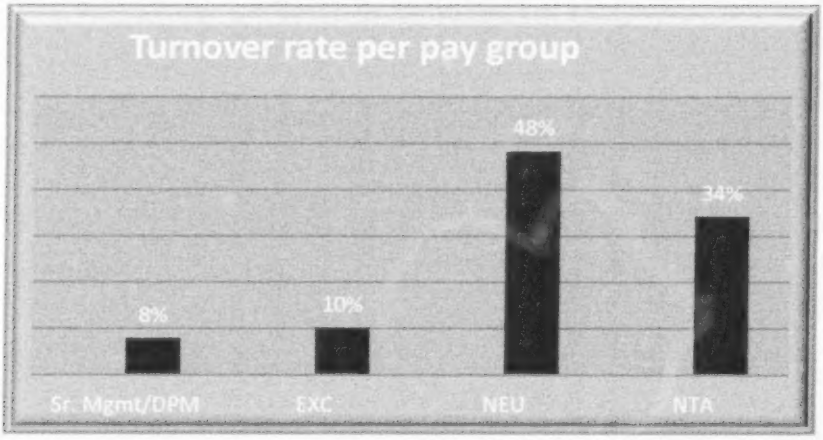
Staff Turnover

Staff turnover is determined by the number of GN employees leaving or terminating their positions annually. Termination in this report is calculated using any exit from the public service, such as retirement, voluntarily leaving the public service, and in minimal cases, dismissal of indeterminate employees. It does not include internal transfers within the GN.



The turnover rate across the GN has decreased significantly since last year, down from 11% to 7%.

While the retention rate has increased significantly in the past few years, maintaining and increasing capacity is always a challenge and remains a priority for the GN. In 2014, the GN renewed its focus on collecting and analyzing the data from exit surveys, an option that every leaving employee has, whether indeterminate, term, casual or relief. The results of these exit surveys will provide insight as to why employees leave, and what was and was not working in their position while with the GN. Analysis of this data will be provided in next year's Public Service Annual Report. Through the collection of this data, the Human Resources Reporting Analyst can then share the results for better recruitment and retention practices. Common issues raised in exit surveys are also used to create employee engagement surveys.



The turnover rate is split mostly between NEU and NTA employees; these two unions represent the majority of GN employees leaving their positions. The turnover of teachers in Nunavut has historically always lead the turnover.

These two charts represent 2013-2014 terminations by community and by department, but do not included statistics from QEC.

Terminations by Community		
Arctic Bay	2	0.9%
Arviat	5	2.3%
Baker Lake	2	0.9%
Cambridge Bay	20	9.1%
Cape Dorset	4	1.8%
Chesterfield Inlet	2	0.9%
Clyde River	7	3.2%
Coral Harbour	1	0.5%
Gjoa Haven	7	3.2%
Grise Fiord	0	0.0%
Hall Beach	3	1.4%
Igloolik	11	5.0%
Iqaluit	91	41.4%
Kimmirut	1	0.5%
Kugaaruk	17	7.7%
Ottawa	1	0.5%
Pangnirtung	10	4.5%
Pond Inlet	7	3.2%
Qikitarjuaq	2	0.9%
Rankin Inlet	14	6.4%
Repulse Bay	1	0.5%
Resolute Bay	5	2.3%
Sanikiluaq	2	0.9%
Taloyoak	4	1.8%
Whale Cover	1	0.5%
TOTAL	**220**	

Terminations by Department		
Office of the Legislative Assembly	4	2%
Executive and Intergovernmental Affairs	6	3%
Education	84	38%
Family Services	13	6%
Community and Government Services	12	5%
Culture and Heritage	2	1%
Economic Development and Transportation	5	2%
Environment	7	3%
Finance	14	6%
Health	41	19%
Justice	16	7%
Nunavut Arctic College	13	6%
Nunavut Housing Authority	3	1%
TOTAL	**220**	

Staffing Appeals

The new *Staffing Review and Appeals Regulations* were approved in 2013 and made the following changes to staffing appeals:

- Non-unionized (excluded) positions may now be appealed
- Staffing Committees can now make final decisions regarding appeals
- Specific decision-making options are set out in the regulations

2013-2014 Staffing Appeals			
	Denied	Upheld	Total
Unions	40	6	46
Excluded & Sr. Management	11	4	15
TOTAL	51	10	61

Grievances

The grievance process as outlined in the Collective Agreement is used to resolve disputes between unionized employees and the GN. Excluded staff have access to a grievance process under the *Public Service Regulations*.

The number of grievances decreased from 54 in 2012-2013 to 32 in this year.

2013-2014 Grievances				
	Policy Grievance[1]	Group Grievance[2]	Individual Grievance[3]	Total
NEU	4	1	27	32
NTA	0	0	4	4
Excluded	0	0	4	4

Active Grievances Carried Over				
	Policy Grievance[1]	Group Grievance[2]	Individual Grievance[3]	Total active Grievance as of March 31, 2014
NEU	14	6	64	84
NTA	2	0	2	4
Excluded	0	0	0	0

[1] ***Policy grievance*** refers to situations where the union brings forth a complaint alleging a breach of the terms of the collective agreement resulting from the employer introducing a directive or policy that contravenes the collective agreement.

[2] ***Group grievance*** refers to situations where more than one union member files a grievance alleging that the employer has failed to recognize their collective rights pertaining to specific terms and conditions of the collective agreement.

[3] ***Individual grievance*** affects the individual griever, filed by one person, either by that person, or by the union on behalf of that person.

Human Resource Development

During the GN reorganization, Training and Development was assigned to the Department of Executive and Intergovernmental Affairs and renamed "Sivumuaqatigiit" – Moving Forward Together.

The Sivumuaqatigiit Division is responsible for providing human resources planning and direction on initiatives aimed at increasing and maintaining Inuit employment in the GN, and for providing assistance and support to departments in training and developing their staff including interns. The division is also responsible for leading and coordinating initiatives to support the government's decentralized model.

Training and Development

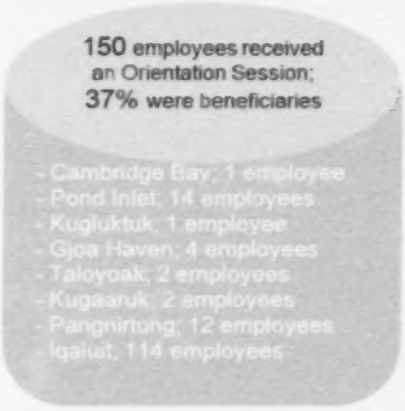
The GN training calendar is an excellent source for finding opportunities to expand skills and work toward career advancement. Course lengths range from one day to several months and a variety of course topics are offered such as employee orientation, official language training, dealing with difficult conversations and retirement planning. All courses are offered by the Sivumuaqatigiit division within the Department of Executive and Intergovernmental Affairs and are open to all employees. All employees have access to the training calendar at www.gov.nu.ca/training-calendar.

Employee Orientation

Employee orientation sessions provide new GN staff with the opportunity to learn about Nunavut's history, the GN, and services and options available to new employees. In 2013-2014 employee orientation sessions were offered in two Nunavut regions.

Cultural Orientation

Cultural Orientation sessions are held to help facilitate learning and cooperation through understanding of the Inuit culture. The orientation provides valuable relationship building lessons and fosters open understanding of coworkers from all backgrounds.


150 employees received an Orientation Session;
37% were beneficiaries
- Cambridge Bay; 1 employee
- Pond Inlet; 14 employees
- Kugluktuk; 1 employee
- Gjoa Haven; 4 employees
- Taloyoak; 2 employees
- Kugaaruk; 2 employees
- Pangnirtung; 12 employees
- Iqaluit; 114 employees

137 employees received a Cultural Orientation Session;
30% were beneficiaries
- Cambridge Bay; 4 participants
- Pond Inlet; 14 participants
- Pangnirtung; 12 participants
- Iqaluit; 107 employees

Language Training

The GN aims to offer language training in three of the four official languages within Nunavut: Inuktitut, Inuinnaqtun and French. This year, Inuktitut and Inuinnaqtun language training sessions were offered in the following communities:

Inuktitut Language Sessions			
Community	**Participants**	**Beneficiary**	**Non-Beneficiary**
Rankin Inlet	31	3	28
Baker Lake	9	0	9
Arviat	14	0	14
Iqaluit (9 Sessions)	78	29	49
TOTAL	**132**	**32**	**100**

Inuinnaqtun Language Sessions			
Community	**Participants**	**Beneficiary**	**Non-Beneficiary**
Cambridge Bay	31	18	13
Kugluktuk	18	7	11
TOTAL	**49**	**25**	**24**

Specialized Training and Program Development Fund

The GN recognizes the importance of providing employees with comprehensive training programs that develop job-specific knowledge and skills through "hands-on" learning and practice. The GN Training Fund was developed to provide additional training opportunities for GN employees and consists of the Specialized Training Fund and the Program Development Fund.

The Specialized Training Fund allocates $1 million to specialized training/professional development courses that address the training needs of GN employees in similar occupational groups across various departments and agencies.

The Program Development Fund, which also has a budget of $1 million, focuses on the development of technical, job-specific competencies.

These programs strive to improve and implement program and service delivery; increase technical and professional knowledge and expertise; fund the certification/licenses/training required for new professional standards and best practices; and build capacity in specialty areas.

In 2013-14, 29 training proposals from 10 departments and agencies were approved in order to deliver specialized program development training. Some examples of training initiatives include:

- Neonatal Resuscitation Program (Health)
- Crisis Response Training (Economic Development and Transportation)
- Career Development Practitioner Program (Nunavut Arctic College)
- Alternative Dispute Resolution (Executive and Intergovernmental Affairs)
- Enforcement Officer Training (Environment)

Occupational Training Programs

Through the Specialized Training Fund, the GN has been able to offer multiple, longer term efforts to advance the skills of those within the public service. Through the funding there have been three major occupational training programs initiated.

1. File Maker Pro 11

This specialized computer program was offered in Iqaluit for employees who frequently use a File Maker Pro Program. This program is used to create custom solutions for managing contracts, track inventory and organize projects. File Maker Pro was delivered in Iqaluit with 14 participants (43% of whom were beneficiaries).

2. Supervisory Programs

Occupational Training Program			
Supervisory Program	**Community**	**Participants**	**Beneficiary**
Professional Supervisor	Pond Inlet	8	8
Understanding Projects	Pond Inlet	5	4
Managing Employee Performance	Pond Inlet	12	10
Professional Supervisor	Iqaluit	13	6
Understanding Projects	Iqaluit	18	13
Managing Employee Performance	Iqaluit	18	9
	TOTAL	**74**	**50**

This course is offered through a partnership with Think Training Inc. and the GN. The three module program is designed for employees in supervisory positions or front-line management positions to increase knowledge and skills in a variety of management practices. Provision is available through the program for candidates to work toward their Canadian Professional Supervisor designation.

3. Executive Certificate in Conflict Management

Executive Certificate in Conflict Management			
Course Name	**Location**	**# Participants**	**# Beneficiaries**
Alternative Dispute Resolution	Iqaluit	18	7
Advanced Alternative Dispute Resolution	Iqaluit	24	4
Applied Alternative Dispute Resolution	Iqaluit	21	4
Dealing with Difficult People	Iqaluit	19	4
Difficult Conversations	Iqaluit	11	2
Negotiations	Iqaluit	14	2
	TOTAL	**107**	**23**

The participants were given an opportunity to learn alternative dispute techniques such as advanced negotiation skills, dispute resolution skills,

becoming a powerful negotiator, mediating tough problems and learning how to deal with difficult and emotional people.

Once participants have completed four classroom and two online courses, an accredited *Executive Certificate in Conflict Management* is given from the University of Windsor Law School and Stitt Feld Handy.

Inuit Societal Values were included in the program by incorporating a session on *Aajiiqatigiinniq – Decision making through discussion and consensus*. An elder was invited to lead the discussion on how dispute resolution was traditionally done in communities and families.

Employee and Family Assistance Program (EFAP)

1-800-663-1142

The GN encourages and supports a healthy workplace and work-life balance. Through EFAP, the GN provides services that reflect the Nunavut workplace reality and incorporate Inuit culture and language. The program has been designed to provide short term, confidential, professional counseling for personal and workplace issues to help employees and their families find solutions to their problems.

Employees and their families have taken advantage of the services through face-to-face sessions (37%) or from their home via telephone (61%) or through internet (2%). The services are available to GN employees and their families to use free of charge 24 hours a day, seven days a week. Services are offered directly in English and French, and in Inuktitut or Inuinnaqtun in conjunction with a translator.

Services offered include counseling for family, addictions, psychological and mental health issues (83%) and counselling for financial planning, parenting and legal issues (17%).

The utilization of the services continues to increase each year with the greatest usage being in the higher population areas of Iqaluit and the Baffin region.

EFAP Utilization	
Employee Usage	
TOTAL	**174**
Employee Family Use	
Individual	161
Family Member	13
TOTAL	**174**
Client Gender	
Female	130
Male	44
TOTAL	**174**
Age Distribution of Clients	
Less than 20	2
21-30	35
31-40	52
41-50	46
51-60	28
61 and over	9
Not specified	2
TOTAL	**174**
Counseling Method	
Face to Face	61
Telephone	102
Web	3
Other (such as E-Service courses)	8
TOTAL	**174**
Counseling Services:	
Crisis/Trauma	9
Family	13
Martial/relationship	24
Health	2
Psychological	66
Social	2
Addiction Issues	8
Workplace (including harassment)	20
SUB-TOTAL	**144**
Plan Smart Services:	
Career Counselling	4
Healthy lifestyle/Healthy Relationships	2
Childcare and parenting support service	5
Financial advisory service	7
Legal advisory service	12
SUB-TOTAL	**30**
TOTAL	**174**

Cultural Immersion (IQ) Days

All GN departments aspire to create a workplace and service environment that incorporates Inuit Societal Values. These values, as they are utilized in GN policy, constitute guidelines that contribute to the creation of an effective and excellent public service that is grounded in the ethics and philosophy of Inuit. Cultural Immersion or Inuit Qaujimajatuqangit (IQ) Days provide a greater understanding of Inuit societal values and languages which can help all employees better understand the needs and aspirations of the public.

The following Inuit Societal Values are used:

Inuuqatigiitsiarniq: Respecting others, relationships and caring for people.

Tunnganarniq: Fostering good spirits by being open, welcoming and inclusive.

Pijitsirniq: Serving and providing for family and/or community.

Aajiiqatigiinniq: Decision making through discussion and consensus.

Pilimmaksarniq/Pijariuqsarniq: Development of skills through observation, mentoring, practice, and effort.

Piliriqatigiinniq/Ikajuqtigiinniq: Working together for a common cause.

Qanuqtuurniq: Being innovative and resourceful.

Avatittinnik Kamatsiarniq: Respect and care for the land, animals and the environment.

Departmental IQ Coordinators arrange Cultural Immersion (IQ) days for departmental staff and in some instances, several departments coordinate these events together. Planned events incorporate Inuit cultural activities in the workplace and provide an opportunity for a day or ½ day (up to two full days per year) spent out on the land. Occasionally these events

must be held at an inside location but the events always involve taking part in traditional activities which facilitates team building, learning new skills and sharing of cultural backgrounds and language.

Conclusion - Future Plans for Human Resource Development

In response to the Human Resources Capacity audit completed by the Office of the Auditor General, a Human Resources (HR) Strategy is being developed by the Departments of Finance and Executive and Intergovernmental Affairs with an anticipated launch date in the fall of 2014.

The HR Strategy sets out goals, priorities and actions that will:

- Continue to improve the fair and transparent practices used for staffing and career advancement in the public service;
- Ensure that all government departments and public agencies work actively towards enhanced Inuit employment; and
- Continue to invest in the education and development of all current and potential public servants, with an emphasis on increasing Inuit employment in professional and leadership roles in government.

OUR POPULATION
35,591
(Statistics from Nunavut Bureau of Statistics, as of July 1st 2013)
This map represents the number of available positions within the Government of Nunavut in each community and their population.
OUR COMBINED POSITIONS AVAILABLE WITHIN THE GOVERNMENT OF NUNAVUT
4,313
(Included are all employees within the government of Nunavut, NAC, NHC and QEC as of March 31st 2014. There are 22 positions also available outside the Territory)
Alert
QUTTINIRPAAQ NATIONAL PARK
ELLESMERE ISLAND
AXEL HEIBERG ISLAND
NORTH MAGNETIC POLE
TIC OCEAN
Grise Fiord
21
157
Polar Bear Pass National Wildlife Area
26
225
MELVILLE ISLAND
DEVON ISLAND
Lancaster Sound
BAFFIN BAY
Resolute Bay
Pond Inlet
Viscount Melville Sound
46
861
Arctic Bay
155
1,612
Clyde River
70
1,004
SOMERSET ISLAND
Qikiqtarjuaq
PRINCE OF WALES ISLAND
M'clintock Channel
Gulf Of Boothia
BAFFIN ISLAND
39
520
167
1,974
Igloolik
Pangnirtung
153
1,611
VICTORIA ISLAND
48
980
Hall Beach
Cumberland Sound
Taloyoak
44
851
263
1,658
143
1,547
Cambridge Bay
Gjoa Haven
Kugaaruk
1,686
7,177
Iqaluit
Rugluktuk
Coronation Gulf
Queen Maud Gulf
112
1,386
44
878
Repulse Bay
Frobisher
Cape Dorset
Umingmaktok
Queen Maud Gulf Bird Sanctuary
Northwest Passage Trail
60
1,040
37
479
Bathurst Inlet
SOUTHAMPTON ISLAND
123
1,491
Coral Harbour
Hudson Strait
175
2,140
35
393
37
945
NORTHWEST TERRITORIES
Thelon Heritage River
Baker Lake
Chesterfield Inlet
Thelon Wildlife Sanctuary
COATS ISLAND
474
2,777
Rankin Inlet
37
463
Yellowknife
Whale Cove
OUR COMBINED WORKFORCE
3,307
(Included are all employees within the government of Nunavut, NAC, NHC and QEC as of March 31st 2014. There are 12 government employees located outside the Territory)
HUDSON BAY
QUEBEC
221
2,508
Arviat
Sanikiluaq
56
884
BELCHER ISLANDS